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4 April 1983

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MEMORANDUM FOR: Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science and Technology
Administrative Officer, DCI Area

FROM:

Executive Director

SUBJECT: CIA Program Guidance, 1985-1989

REFERENCE: CIA Strategic Plan, 1982-1992

1. Over the past few years the Agency has experienced a substantial growth in resources, which has allowed us to undertake a major rebuilding program that will overcome the losses in capabilities and manpower that occurred during the 1970s. By 1985, we will have made substantial progress in our rebuilding efforts and will need to ensure the Agency remains a healthy, vital, and productive organization. In 1985-1989, we will need to turn our attention toward the effective management of our resources rather than simply planning for continued across-the-board expansion. While I agree wholeheartedly with the philosophy of measured growth to assure that our rebuilding is done right, we must become more creative and effective in our approach to resource management if we are to maintain the momentum that has been achieved and the support of our outside reviewers. We also face the very strong likelihood that we will be forced to structure our program plans under much more stringent guidelines than has been the case in the past few years.

2. If the 1984 budget request is approved by the Congress, our manpower ceiling will have grown by nearly [] positions since 1982, raising our personnel strength to a level approximating that of the early 1970s. This should enable substantial improvement in our ability to meet the challenges we anticipate. Further improvements can be achieved by focusing our manpower resources more sharply, and by combining expertise and experience with better technical and administrative support and effective implementation of new information handling systems. Although "measured growth" may require the addition of some [] positions over the next few years, we should not count on OMB or the Congress supporting such increases. Therefore, requests for additional positions must be clearly justified in terms of new intelligence challenges that cannot be met within existing manpower resources; the consequence of these needs going unfulfilled must be demonstrated.

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3. In 1985 and beyond, we should concentrate our efforts on enhancing our analysis and collection capabilities in the few selected high priority areas outlined in the Strategic Plan. These include:

- o Nuclear proliferation and terrorism
- o Third World, particularly Latin America, Near East/South Asia and Africa
- o Soviet leadership policies
- o International economics
- o Technology transfer
- o Foreign industrial competitiveness

Moreover, in the other 11 areas outlined for special attention in the Strategic Plan, you are urged to follow the guidelines accompanying each goal both in the development and review of your budget submission and in the consideration of the consolidated Agency program.

4. The success of our efforts will depend on a critical examination of our needs to ensure that programs and activities that have outlived their usefulness have been eliminated and only our most pressing needs survive the review process. This will require a cooperative effort on our part to challenge old assumptions, and to develop innovative and imaginative approaches to the problems we will face.

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